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EAG CONSIDERATION OF PERSONNEL MATTERS  
October 1976 to Present

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Background

During July-August 1976, on its own initiative the Office of Personnel took a large-sample (25 percent) survey of employee attitudes concerning personnel management and policies. When the DDCI posed a number of questions concerning personnel topics in August 1976, the results of the survey contributed materially to the thrust of the response prepared by the Office of Personnel. Subsequently a number of EAG sessions considered specific recommendations by the Office. In the following months, the Office responded to specific tasking by the DCI, the DDCI, the EAG, and to various proposals by advisory groups and the EEO Panel. The consequence of a year of strenuous activity has been adoption of a number of changes in personnel policies and procedures. In effect, a major review of personnel activities has been conducted. Its effectiveness has been weakened by the lack of systematic effort to sort out the relative importance of various items put forth as weaknesses or strengths. The Office of Personnel has had to respond on an ad hoc basis to problem identification from a number of sources, operating from a variety of perspectives, and often offering contradictory recommendations. As a result, much staff time has been expended on problems not identified as of major concern while some major problems have not received the attention they merit. Further, some issues have been surfaced from multiple sources, each requiring some kind of response, however repetitive. From a staff viewpoint, there is need for some mechanism, either internal or external to the Office of Personnel, to consider the relative priority to be assigned to issues to be given staff review. This process must be related necessarily to some kind of overview of the personnel system as a whole and to full consideration of management's objectives and of employees' perceptions.

Summary of Issues and Status

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1.  Selection for promotion. In August 76, the DDCI expressed concern that the most highly qualified employees were not receiving proper consideration for promotion. The employee survey indicated employee concern for the fairness of selection for promotion.

OP Recommendation: Strengthen the guidance on promotion and the role of the Boards and Panels through revision of

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2. [ ] Grievance procedures. The employee survey disclosed both a lack of awareness of grievance procedures and mechanisms and a lack of confidence that placing a grievance would lead to any desirable outcome.

OP Recommendation: The OP paper prepared in October 1976 recommended that the procedures be reviewed and that the sketchy regulation on the subject be expanded and modified.

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Action: A new version of [ ] which strengthens the grievance mechanism, has been sent to Regulations Control on 28 July. It is the product of extensive discussion between Office of Personnel and the Inspector General.

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3. [ ] Rotation. The DDCI in August 76 expressed concern that there was not enough rotation of personnel. Office of Personnel prepared statistics based on the Annual Personnel Plan and the survey results that showed a relatively large number of rotations. A detailed briefing paper was provided on 23 Nov 1976.

OP Recommendation: There might be value in forming a study group if the EAG felt that a greater number of rotations would be desirable.

Action: In its meeting of 21 Dec 76, the EAG noted the rather impressive number of rotations occurring and felt that the APP would be an appropriate instrument to stimulate additional growth in this number. It also saw a tie to the proposal to staff key positions after consideration of qualified candidates Agency-wide. No further action was taken.

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4. [ ] Letters of Instruction. It is Agency policy that each employee receive annually a Letter of Instruction (LOI) reflecting the mutual understanding of the employee and supervisor concerning tasks to be done. The employee survey showed a mixed response from the employees as to the value of the LOIs.

OP Recommendation: The EAG may wish to review the use of Letters of Instruction.

Action: In its meeting of 20 Oct 76, the EAG reaffirmed the policy with respect to Letters of Instruction.

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5. [ ] Use of Quality Step Increases (QSIs). The employee response tended to be negative to the survey question concerning appropriate use of tangible forms of recognition--such as Quality Step Increases--for recognition of performance.

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OP Recommendation: Policy concerning monetary awards should be reviewed and perhaps liberalized.

Action: Based on statistics of the number of awards made, the EAG found current policy to be quite liberal. (20 Oct 76). No further action.

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6.  Separation procedures. In his memo of 19 Aug, the DDCI expressed concern about the lack of uniformity or effectiveness in the process of separating the bottom 3-5 percent of employees. The employee survey revealed confusion and lack of information concerning separation procedures. Career Services followed diverse procedures.

25X1A OP Recommendation: Embody improved and more uniform separation procedures in revised

Action: OP drafted revised regulations and, after EAG approval, the regulations were published on 17 Mar 1977. In addition, the DDCI directed the Deputy Directors (3 June 1977) to take followup action against employees who have been repeatedly low-ranked.

7. (C) State of Morale. Some questions concerning the state of morale were asked in the employee survey of July-Aug 1976. The pattern of the responses was not alarming. However, a more detailed survey of morale was taken in Nov 1976 by questionnaires addressed to middle-level supervisors. A summary report of this survey was sent to the DCI on 14 Jan 77.

OP Recommendation: In the memo to the DCI dtd 14 Jan 77 serious problems were noted so it was recommended that consideration be given to the services of an outside consultant.

Action: Though the topic of morale was discussed briefly in the EAG meeting of 20 Oct 1976, there has been no followup to the supervisor's survey in November. Office of Personnel regards this matter as a priority concern, for it affects organizational effectiveness, has security implications (such as public communications from disgruntled employees), and produces a growing atmosphere of in-fighting and bickering.

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8.  Role of Women. Based on the employee survey, OP informed the EAG on 20 Oct 76 of the significantly less-satisfied pattern of responses from females contrasted to males.

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OP Recommendation: Use a task force to identify the key elements of female dissatisfaction and to devise a positive plan of attack. (Report to EAG, 18 Oct 76.)

Action: In the EAG meeting of 20 Oct 76, the DDCI stated the need for a special meeting of the EAG to consider the problem. There has been no followup by the EAG.

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9. ☐ Selection of Key Operating Officials. In August 1976, the DDCI expressed a desire that the selection of personnel for certain key positions be pursued more broadly. Subsequently he asked that the EAG agree on a list of key positions and identify a methodology to establish candidates for filling vacancies in key positions.

OP Recommendation: On 18 Oct 76, OP recommended to the EAG that it assume the responsibility to review nominations to fill openings in the selected list of senior positions, and that the members of the EAG provide notification of the likelihood of vacancies as soon as known to them.

Action: The EAG has agreed on the list of key positions, names of successor candidates have been identified and the necessary information on qualifications provided. Further action will be taken as openings occur.

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10. ☐ Mix and balance of Personnel. The DDCI expressed his concern on this matter in August 1976. As a result, a personnel inventory was undertaken--with collaboration in the beginning between OP and the Comptroller--to establish a "one-time" fix on occupations and uses of personnel. The conclusions of the inventory, not coordinated with the Office of Personnel, were presented by the Comptroller's office to the EAG meeting of 21 Dec 76 with a number of recommendations that were commented on in detail subsequently by EAG members and by the Office of Personnel.

OP Recommendation: In the paper of 18 Oct 76, OP recommended that a Manpower Resources Committee be established, drawing on EAG resources, to consider manpower priorities and policies and to review the status of overall manpower resources.

Action: The OP recommendation was not acted on by the EAG. Followup action on the personnel inventory was assigned to the Comptroller.

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11. ☐ Initial assignment and orientation. In Aug 76, the DDCI expressed interest in how well or poorly we were doing in assigning and orienting our personnel in their first assignments. The results of the survey showed some lack of orientation on the part of our newer employees so remedial action was indicated.

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OP Recommendation: In the paper of Oct 76, OP recommended that supervisors of new employees be rated on how well they provide on-the-job training and orientation, information be exchanged on orientation systems and procedures, followup interviews be reinstated, and OTR submit recommendations concerning a course to indoctrinate clerical employees.

25X1A                      Action: The EAG endorsed the recommendations on 20 Oct 1976. [ ] was issued on 10 Jan 1977, necessary changes were made in other issuances, the followup interviews have been reinstated, and OTR is offering a clerical orientation course.

25X1                      12. [ ] Career Development. The employee survey in the summer of 76 provided indication that many employees expect more active roles to be played by their supervisors and their Career Services on career-related matters. This was noted in the OP report of 18 Oct 76 to the EAG.

OP Recommendation: Though at its first report to the EAG OP had not had time to assess the matter in detail, an initial impression was that many employees had a misapprehension of where the initiative lay in matters of career development. Hence OP suggested a possible need for an employee bulletin laying out responsibilities and procedures. (Report to EAG, 18 Oct 76.) In response to comments from the EEO Panel, OP made additional recommendations to the DCI in a memo dated 3 May 1977: 1) the need for an employee bulletin was reaffirmed, 2) the Career Services should publish their own statements of policy regarding career development, 3) the counseling effort should be strengthened by providing counselors more information and by avoiding placing them in roles that reduce their credibility with employees, 4) there should be earlier identification of potential surpluses or shortages in occupational areas, and 5) inter-Directorate mechanisms for counseling and placement should be strengthened.

Action: None. OP considers this a priority concern expressed by the employees and an area where the Agency needs to take action or provide clarification of policies and responsibilities.

25X1                      13. [ ] Three-Year Trial Period. In the discussion of the revised regulations on separations, the EAG agreed on the desirability of a longer trial period. After discussion with the O/GC, Office of Personnel drafted a notice establishing a three-year trial period. This notice was issued on 24 June 77 and was effective 10 May 1977.

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25X1                      14. [ ] Supergrades. On 3 June 77, the DDCI identified to the EAG a need to rank current incumbents of grades GS 15 through 18 and to develop criteria to seek early retirement or other such

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solutions to the headroom problem. After EAG agreement on 14 June, D/Pers circulated a memo dtd 16 Jun 77 on procedures. Since that time, the EAG has reviewed the rankings of the GS 17s and 18s. Ranking of the GS 15s and 16s is pending. On 14 June, the EAG adopted the policy of extending comparative ranking to all grades.

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15. [ ] Two-grade promotion. In a memo dtd 1 Mar 77, the D/Pers recommended a return to two-grade promotions for professionals. The prompting circumstance was a lack of comparability in promotion practices affecting CIA and DIA professionals serving together in NPIC. The matter was discussed at the EAG meeting of 10 May 77, at which time cost estimates were requested. These were submitted by memo dtd 27 May 77. At the EAG meeting of 14 June 77, an additional request was made for a transition plan to assure equity for professional employees now in grades GS 08, and 10. The Office of Personnel has prepared a draft of such a transition plan, along with cost estimates, that has been reviewed by the Comptroller. An action plan has been sent to the ADDCI through the Comptroller.

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16. [ ] Overtime Policy. Differences in overtime policy created further differences in treatment between CIA and DIA professionals at NPIC. In his memo of 1 Mar 1977, the D/Pers recommended reconsideration of the eight hours "donated" overtime. The EAG on 10 May 1977 asked the Comptroller for analysis of the cost implications. Though the donated overtime is unrecorded, information on compensated overtime was provided by D/Pers in his memo of 27 May. At the EAG meeting of 14 June 77, the members noted no sense of urgency about changing overtime policy and, in the absence of the DDCI, decided to refer the matter to him for decision. The absence of any further action is equivalent to a tabling of the matter.

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17. [ ] Personal Rank Assignments (PRAs). Based on the analysis of the FY 1977 Annual Personnel Plan (APP), D/Pers advised the EAG of the need to curtail the continuing growth of Personal Rank Assignments (PRAs), which now number [ ]. The DDCI on 3 June authorized D/Pers to ask the Career Services to state by 1 July the corrective actions they intend to take and to assign special attention to supergrade situations. They have responded, and the consolidated report is being sent forward through the Director of Personnel.

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18. [ ] Supergrade Promotions. A policy paper was prepared for the EAG dtd 27 Jun 1977 that recommended convening the EAG for a discussion of how to distribute remaining supergrade ceiling allowances and of which promotions of those submitted should be approved. At the EAG meeting on 1 July 1977, agreement was reached on these matters and recommendations prepared for the DCI. A memo reflecting these recommendations was sent to the DCI from D/Pers and the DCI has acted on it.

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19. [ ] Performance evaluation. On 17 Feb 1977, the EAG approved a proposal by the DDA to conduct an in-depth review of the performance evaluation system, as compared to other agencies, and to make recommendations for improvement. It was proposed to use an inter-Directorate task force. A project outline was submitted by the Director of Personnel on 11 Mar 1977. Members of the task force have been appointed, have met several times, and the review is well underway. Two members of the group have visited the Institute for Creative Leadership, Greensboro, North Carolina, on 12 August to review their library of case material on performance evaluation.

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20. [ ] Marriage to Aliens. A review of the existing regulation by the Offices of Security and Personnel raised several issues. In an effort to resolve them, a proposed revision of the regulation was circulated by the DDA to members of the EAG for comment on 2 Mar 1977. The resulting comments were reflected in subsequent drafting with the result that the revised [ ] has gone to Regulations Control the week of 1 Aug 1977. It is still in coordination.

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